

Minutes of UUFSD Board Meeting

April 20, 2022 5:30 pm - 8:30 pm

UUFSD Minister's Office

Present:

Liora Kian-Gutierrez, *President*

Brenda Post, *Vice-President*

Louise Lin Garrett

Angie Knappenberger

Cathy Leach-Phillips

Chris Butler

Also Present:

Sarah Miller, *Treasurer and Advisory non-voting member*

Absent:

Liv Walsh, *Secretary*

Lighting of Chalice & Chalice Reading

ANNOUNCEMENTS

Brenda Post announced that she has decided to not seek another position on the board for the 2022-2023. She explained that, as she is now more than fully employed, she no longer has the time to also serve as a member of the board. She remains open to participating in short term projects.

NEW AGENDA ITEMS

1. Congregational Budget Meeting

It was brought to the Board's attention that the Select Committee on Staffing is preparing three staffing scenarios: one with a full time interim Minister (and 20 hr/week DRE and 20hr/wk Music Director) as specified by the committee charter, one with a part time Minister, and one with a "pulpit-fill Minister." We have been informed that the first staffing scenario is not compatible with the specified budgetary restrictions.

The Board agreed that the congregation should decide which staffing scenario to implement. The scheduled Congregational Budget Meeting on May 22 will, therefore, be not just to discuss the fine points of a single budget, but to discuss which of three budgets, one for each of those three staffing profiles (full time minister, part time minister, or pulpit-fill minister), to choose from. We have to start preparing the congregation for this decision.

Decisions:

All agreed that when we vote on which staffing scenario to adopt, we use a secret ballot.

All agreed to recast next week's board meeting as a time for the board and finance committee to discuss the staffing scenarios and plan how to prepare the congregation for making this decision. Members of the Select Committee on Staffing should be present to answer questions.

Actions:

AI – Angie agreed to review our ByLaws for the specifics of calling an official Congregational Meeting for May 22nd to vote on the Presentation Budgets. COMPLETED

AI – Chris to invite the Finance Committee members to next week's board meeting.

AI – Brenda to inform Select Committee on Staffing members of this change in approach and ensure we have representatives present at the Board meeting on 4/27.

COMPLETED

AI – All are to make sure they read the report from the Select Committee On Staffing, which will be delivered to Liora this Friday April 22, and be prepared for the Board meeting next week.

COMPLETED

2. Religious Education Program Director Applicant

Liora mentioned that we have a resume from an excellent candidate for the position of DRE?

All agreed that we should interview her soon and be up front about our undecided situation.

AI – Liora will work with the RE Committee to plan and conduct the interview.

COMPLETED

3. Follow Up on *What Now Conversations* Report

All agreed that Frank Willey's summary was very well done. All agreed that we should feel good about having already accomplished, or started work on, many of the things members of the Fellowship felt were most important.

Discussed what our new initiatives should be, based on Frank's report.

All agreed that the Select Committee model is the best way to accomplish these things, and that it would be best if, in future, such committees could be convened with more input from members. All agreed that select committees will be limited to 8 people, and that the Board will both recruit people and ask for volunteers, based on skills required by the task. The board will be responsible for deciding who is a good fit for a given select committee, and emphasize to people who may not be a good fit that there will be future opportunities to participate. The Board will be responsible for defining or approving the charters for each select committee.

The Board agreed to 5 new initiatives, based on the *What Now Conversations* Report.

1. Create a new Mission Statement with a small group of congregants that will be shared with the Fellowship for input before finalized. Led by Chris Butler.
2. Create a new, behaviorally-oriented, Covenant of Right Relations. The Committee on Right Relations has already expressed interest in this initiative. Led by Brenda Post.
3. Restart Circle Dinners. The congregation should have input into the format and organization so that it works as well as possible for the most people (Louise has already reinstated Sunday Luncheons). Led by Louise Lin Garrett and Sarah Miller.

4. Implement Community Pastoral Care. The spiritual and counseling aspect of pastoral care will remain a ministerial responsibility. In addition, we need a culture of caring for one another and the ability to take action when we learn that one of our own is not well and might be in need. The responses might range from a phone call, to a card, to visits, to a meal train, to rides, etc, depending on the member's needs and wants. Led by Livia Walsh.
5. Focus on bringing the 8th Principle to life at UUFSD. The Board noted that *Widening the Circle of Concern* is very steeped in social justice training. If we don't have that background, it can be hard to understand. All agreed to encourage racial justice training in the congregation. Liora will look into investigating possibly offering "beloved conversations" or SURJ social justice 101 and social justice 102 for the Fellowship, and possibly requiring 8th Principle training for all Board members starting next year. Also look into including a "one minute" from the pulpit on the 8th principle at least once a month. Led by Liora Kian-Gutierrez.

ACTION: WILL BE INVESTIGATED FOR SUMMER/FALL

4. March Service Drive

The March Service Drive was successful. *Every* listed task had someone sign up to help. Committee coordinators are reaching out to those who signed up to get them engaged.

5. Better Communications

The Communication Committee is sending out a survey to collect information and be more inclusive and effective in how we communicate with members.

6. Better Welcoming of Visitors and New Members

Discussed visitors and new members. At Palomar, new people get a buddy when you start coming – someone who shows you the ropes and stays with you for an entire year.

AI - Angie will contact our Membership Committee to find out what's going on with visitors. Our system of welcoming visitors appears to be "rusty".

AI - Liora will find out who's in charge of membership at Palomar and learn how they do it.
COMPLETED

BOARD MEETING ENDED 8:30 P.M.

Notes and Minutes by Sarah Miller

APPENDED TO THIS OFFICIAL RECORD

- Frank Willey's final report: What-Now-Summary-with-Recommendations.pdf (3 pages)
- Frank Willey's final report: What-Now-Compendium-Transcription.pdf (60 pages)

**A Summary Overview of Information Gathered in UUFSD's
"What Now?" Conversations
March 30, 2022**

This is the facilitator's brief report on information and perspectives gleaned from UUFSD's "What Now Conversations." It is certain that additional helpful information can be gleaned from the 628 comments offered by members in the course of these meetings, and likely that such can be useful in helping the congregation set its future directions.

The number of participants was 125 members and friends out of a possible 187+ (about 66%). The lengths of involvement with the fellowship by 79 of the 125 were recorded: 18 of them have been involved in the community for 5 years or less. 24 of them have been a part of the community for 6 to 15 years. 22 of them have been affiliated for 16-30 years. 15 have been in the community for 36-50+ years.

- 1) The RE program is a very significant concern. Healing and recreating a vital RE program after Alison's departure is desired by members of all ages. It is widely recognized that the RE program is a most important contributor to the congregation's vitality and future existence.
- 2) Also mentioned by many was the desire for a minister who is inspiring as a speaker, who provides effective, personal, wise spiritual leadership, and who is a skillful administrator. Rev. Jo Green was often criticized for not demonstrating these skills. 68 of 624 (11%) participant comments indicated dissatisfaction with Rev. Jo's leadership, including outright calls that she be removed or replaced. Over 60 different participants offered such comments. Just 3 out of 624 (.048%) comments reported liking Rev. Jo and/or appreciating some aspect of her leadership.
- 3) Greater transparency, more democratic decision-making, and effectiveness in communications about what is going on in the congregation was often raised as a concern.
- 4) An oft-voiced interest was in fostering a well-led music program, especially a revitalized choir and musical performances like those of the UUFSD Band.
- 5) Significant concern was expressed about the fellowship's current financial circumstances, budgeting for its operations, and operating within its financial means.

- 6) The dampening and deleterious effects of the pandemic, including not meeting together and having to meet over Zoom were frequently mentioned.
- 7) One of the most often mentioned attractors and reasons for continued involvement were the sense of community and friendships people have developed through their affiliation with UUFSD.
- 8) Other important wants voiced by participants (not necessarily in the order of how frequently they were mentioned) were for:
 - better strategic planning and evaluation
 - an increase in volunteerism
 - ways of organizing the community that can help reduce volunteer burnout
 - more effective advertising and marketing in the larger community
 - more frequent in-person gatherings, especially discussions and activities that succeed in fostering a sense of connection between community members
 - an active and ongoing concern for work and training of members related to social and environmental justice
 - a reduction in siloed committees and cliques
 - making it so that decisions are not perceived as being too heavily influenced by larger donors and long-timers
 - refamiliarization, rehearsal and training around the UU principles and related subjects, with a special focus on healing rifts that occurred in decision-making about the 8th Principle
 - more effective ways of working through conflict and communicating in meetings
 - more meetings in the amphitheater
 - refocusing and completing the capital campaign
 - keeping up the buildings and grounds
 - increasing racial-ethnic and LGBTQ+ involvement in the community
 - a more consistent, pervasive and informative welcoming of newcomers
 - better planning and execution of Sunday Services

Based on the quality of involvement and appreciative response by the members of each group, there has clearly been something of great value in holding these meetings...And it continues to be a pleasure to assist UUFSD in this process.

Respectfully submitted,
Frank Willey

Addendum A: Recommendations by the Facilitator:

1. Create a new, relevant and useful mission statement. Choose congregational objectives for fulfilling this mission as you go along. This document will necessarily be passed by members of the congregation many times as it goes through refinement and ultimately needs to be agreed to by the congregation as a whole.
2. In a similar fashion, create a behaviorally oriented Covenant of Right Relations with guidelines for communicating and resolving grievances and complaints or conflicts. This Covenant and accompanying guidelines ultimately need to be agreed to by the congregation as a whole.
3. Find regular ways for the congregation to communicate with its leaders. (Remember, the board and committee chairs of the congregation are servant leaders of the congregation as whole. Organize, execute meetings and plan with this always in mind.)
4. Be redundant in communication and provide more opportunities than seem necessary to inform members, friends, and visitors about what is happening at UUFSD in its programming at every level.
5. Develop creative ways to live within your budget and organize your life and work together.
6. Intentionally welcome and help newcomers get involved. Hold classes for prospective and new members that anyone can attend.
7. Find ways to keep music alive and an important part of community gatherings.
8. Establish a well-directed, consistent RE Program that includes a commitment to building connections and shared experiences across generations, including the active involvement of children and youth in worship and congregational events.
9. Break bread together: reinstitute Circle Dinners. Plan a non-worship group meal 1x per month.
10. Allow current activities that are in alignment with the mission and objectives of the congregation to continue until they falter through lack of interest. Encourage grass-roots congregational organizing and insist on congregational buy-in when developing new initiatives. Have information readily available to members and friends for how new initiatives can be explored and supportively developed.

“What Now?” Compendium of Comments

Question 1: How long you have been a part of the UUFSD community (in years) and what was it that originally engaged you to become part of this community?

1. 14 (years here) -Looking for a spiritual practice that resonated with me. RE for my children.
2. 56 -My parents came and brought me here. I really enjoyed the choir and community of people who have been here since the 60's and 70's.
3. 8 -Openness and compassion of the UU community drew me here.
4. 25 -I moved to San Diego as a UU convert. My husband chose UUFSD. Our children went through the RE program.
5. 5 -Thanksgiving dinner drew me here, as well as Rev. Meghan's sermons and the young adult community, which has been important to me during the pandemic.
6. 3 -Seeking some sort of worship that wasn't so Christian-based. Rev. Meghan really resonated with me.
7. 8 -Like-minded people. I found it a socially active, diverse community in which I could experience a free and open exchange of ideas.
8. 8 -I was looking for a group that I thought I could agree with. It was a way of extending my contact with others in this area. I was looking for a diversity of spiritual practices and beliefs.
9. ? -I was drawn here by the Rev. Tom-Owen Towle, social events, and the website's message about this being a group of people who are trying to make the world a better place.
10. ? -I came to meet people who were like-minded with respect to politics and natural history, and to make new friends.
11. 1 (years) -I was looking for a congregation that prioritizes social justice.

12. 1 -I want to raise our 4-year old in a community where he can explore his own spirituality. The intentionality in conversations I've experience here is novel—and moving.
13. 35 -Son went to Sandy Hill and this brought me here. I tried out this UU community to provide moral and spiritual education for my son and got involved from there.
14. .25 -I've been a UU since 1963. I'm here just to be a part of the UU community with my family.
15. 24 -I was attracted by the size and feeling of this community.
16. 13 -Wanted a place to share my "spiritual side" with my husband. The Congregational Covenant attracted me.
17. 36 -I was raised UU and wanted a spiritual home for my children. Here there are values I was raised with and my children have been very involved.
18. 6.5 -Had health problems and I needed community because I was on my own. I was raised UU and returned.
19. 67 -I was there when the fellowship incorporated. We engaged in inquiry, negotiations, compromise and working together about how to do this. I did this because I wanted ethical education for my children. I wanted to be here because of the people.
20. 19 -I attended a folk-festival in the Amphitheater and was attracted by the choir.
21. 10.5 -I was feeling isolated and came looking for friendship.
22. 10 -The community engaged me in a welcoming, positive way. I originally came to involve my children in the RE program, because the minister attracted me—and is the magnet that holds me to the fellowship.
23. 8 (years) -I came looking for a community of like-minded people and was welcomed.

24. 10 -We were socially isolated after moving to San Diego County. Here we found welcoming people.
25. 28 -The amphitheater originally attracted us, as well as the opportunity to give our daughter a religious home and fellowship.
26. 28 -We came eagerly looking for a religious institution we could enjoy and in which we found family rituals in an extended family.
27. 7 -We found here a liberal, open-minded community. When I had time to get involved, I started coming more regularly. The Choir especially interested me.
28. 23 -Through different moves I had a pattern of seeking out UU congregations; this one was close to where I lived.
29. 26 -It was a close to where we lived and could help me raise my two daughters.
30. 17 -I came here when Tom and Carolyn Owen-Towle retired from First Church, as we were living in the area.
31. 50 -The site and beauty of the surroundings; the lay-led character of the community, a place where our children could be active.
32. 5 -The strong music program.
33. 26 -The opportunity to meet new people; the community was interesting.
34. 19 -Wanted RE for the children.
35. 5 -Drawn to Social and Racial Justice concerns.
36. 27 (years) -RE program and liberal community.
37. 6.5 -A welcoming community with worship and ritual, acceptance of atheism, and spiritual introspection.
38. 8 -The focus on spiritual growth and diversity, with spiritual guidance for

member's lives.

39. 2 -Drawn by the desire for spiritual growth, the promise of inclusivity, and involvement in social issues.
40. 5 -Amazing acceptance of spiritual diversity with moral commitment. Nice people.
41. 3 -Important for me to have a spiritual community. Lovely people welcomed me.
42. 23.5 -We were looking for a UU family. The music program. Shared ministry in what felt like a family.
43. 25 -I was asked to chaperone a neighbor's children to a fellowship activity. The music and choir attracted me.
44. 37 -Came because I was a single parent and needed a village in which to raise my children. The RE program was non-existent but very quickly a dozen families gathered to do the teaching. Experiences of going to Horse Heaven and Mt. Laguna with other members of the community.
45. 37 -I was drawn by the gardening and architectural challenges, as well as seeing it a place to raise our kids.
46. 3 -Moved to this area and wanted to connect with the UU Community and make friends.
47. 15 -Came at the recommendation of a member. The spiritual dimension drew me.
48. 15 (years) -As a compromise with my spouse. I loved the people I met here.
49. 37.5 -I was intrigued by the speakers they had: open, enlightening, politically aware, involved in social causes.
50. ? -A music workshop on black spirituals led me to join the choir.
51. ? -Looking for a good RE program for our son.

52. ? -A community of like-minded, liberal people attracted me here. Also it was a place where my son could be a part of an intergenerational community and experiences.
53. ? -Returned here after being away during the days when we didn't have or need a minister in congregational leadership. The people here are special, far-thinking and astonishing.
54. ? -A deliberate search for a spiritual place for me and my wife where we could exercise freedom of conscience. We felt sufficiently settled here.
55. ? -We were searching for a spiritual community and felt at home here. The outdoor services and social action attracted us.
56. ? -Curiosity about UUism. Liked the good people and classes.
57. ? -My wife drew me here and some of the people invited me to get involved. The music program is something I've enjoyed.
58. ? -My son urged me to come. The RE program gave him the opportunity to develop his beliefs.
59. 37.5 -We wanted to hear a speaker talking about science. "If they mention God, we can leave." We loved the speakers and the setting. The transition to ministerial leadership in this fellowship was difficult for us. Debenneville Pines was also a draw.
60. 6 (years) -I liked the outdoor scene. I needed emotional support and a sense of connection for me and my children. It seemed like a community where I and my family would be welcomed.
61. 13 -Originally came for a spiritual connection and to meet and work with people who were like-minded.
62. 17 -I came for a village,
63. 17 -The amphitheater meetings, and the opportunity to meet and know people who had similar goals in life.

64. 4 -To be a part of a community and Rev. Megan lit the fire of spirituality for me.
65. 50 -I joined at the recommendation of another family.
66. 50+ -I was initially drawn to the site and to the amphitheater.
67. 7.5 -Wanted to meet people. Loved meeting outside in the amphitheater.
68. 12 -Came at the recommendation of a friend. My wife and I were looking for something that would suit us both. We quickly became part of the young adult group, most of whom have moved on now. The opportunity to commune with nature in the amphitheater and the many great people I met.
69. 3.5 -I was looking for a place to sing with a choir.
70. 4 -I was drawn by the great services.
71. 35 -We were drawn by the opportunity to have our wedding here and found beautiful people and a congenial minister.
72. 22 -Choral music attracted me. Molly Lowe, a volunteer choir director, talked me into joining the choir. Rev. Kathy Hurt was a wonderful minister.
73. 9 (years) -I lived in the neighborhood and a friend in the choir invited us to visit. We fell in love with the property. David Miller interested us. From different religious/cultural backgrounds, we found the fellowship a place where we could share in spiritual community together.
74. 12 -When we moved to North County we looked for a community with similar values to the Quaker community to which we had previously belonged.
75. 5 -When we moved to Solana Beach, we were looking for a UU community.
- 76.20 -I came with my son because I wanted him to have RE. Were invited by members and stuck around.

77. 16 -We were interested in finding community when we moved here. Our child was going into 2nd grade and we were happy with what we found in the RE program.
78. 4 -What prompted me to join was Trump getting elected. I wanted to be in a community of like-minded people.
79. 3 -I have always been drawn to UU communities because of the principles; this was so with UUFSD.
80. 0 -I was married here in the 80s but am new here after dropping out. Now I want to come back.
81. 17 -I was originally attracted by the choir and became a choir member.
82. ? -We were originally members in 2006 and 2007 and recently returned because we felt the embrace and support of the community when we were originally here. We were attracted by the music program. Wanted intergenerational and spiritual community. Alison's presence and leadership were primary reasons for our current involvement.
83. 18 -Ben Platnik came up and talked with me and I was invited to become part of the men's group. I found here intellectual companionship.
- 83.15.5 (years) -I met a Unitarian who introduced me to the fellowship. We started coming here after moving to the area. We came to find out what it was like to belong to a religious community. Tom Owen-Towle and David Miller influenced our decision to join.
85. 36 -UU before coming; RE involvement and meditation group were the main things that attracted.
86. 21 -Church was important to me growing up. I was looking for an intergenerational community in which to raise my children. I liked the way in which young people and adults talked and shared with each other, and how young people were incorporated into the community.

87. 9 -We came to this area as UUs already. We wanted a larger community of support for us in challenging times. Choir and the family feeling were important to us.

88. 1.5 -The community—My kind of people. A member welcomed me when I visited.

89. 32 -Wanted children exposed to RE. We enjoyed the community.

90. 4.5 -We were UUs when we moved here and found community at UUFSD.

91. 23 -We were seeking liberal, intellectual community and settled on this one.

92. 50- We came to be a part of the “Commies on the hill” and to be a part of the anti-war movement.

93. 50-Our neighbors turned us on to this church.

94. 22 -I was from a UU family and a family member led me here.

95. 10 -The community of support and opportunities to volunteer.

96. ? (years)-I was looking for a congregation and where I could get a lot from being a member.

Question 2: Today, what—if anything--keeps you wanting to be a part of the UUFSD community?

97. The feeling of community. I thoroughly enjoy all the members. We are aligned in our ways of thinking politically and environmentally. The Men’s Group.

98. Relationships with individuals within the community that I cherish. I cherish the conversations we have together. Casas de Luz and how it is intertwined with UUFSD. Its mission is important to me.

99. Community and values: e.g. service; how to live your best life; justice; meaningful work together toward common goals.

100. Coming back as a single mother was difficult for me. I had hoped to find friends here, but that didn't happen for 3-4 years until I was invited to a women's group.

101. The community has done good things in the past. I'm optimistic that the things that resonate with my values will carry on so that the kinds of good activities of the past will go forward. (e.g. Buddhist mandala; Casas de Luz; gun violence initiative; helping the homeless, etc.)

102. The relationships I've made with like-minded folks in the community. I grew a lot in my initial years and things keep bringing me back.

103. Friends I have here. Ongoing social action/social justice activities that happen here.

104. Friends...in the Men's Group and others. Wanting to see the capital campaign brought to a successful conclusion. There are good people here and I like to be around them.

105. Friends—particularly in my women's group, book club. Enrichment and learning. I've become a better person for coming here.

106. The people. The services, for inspiration. Spiritual nourishment. Social environmental justice!

107. People I've known here for 35 years. Social/environmental justice work. Spiritual messages.

108. The people and the place. Good memories associated with being here. The Memorial Wall and Sacred Circles. (Not so much the ministers.)

109. The people. An opportunity for "habitual devotion." The racial justice book discussion group.

110. People and my long-term commitment to UUism (The Principles and philosophy). Singing. Committee involvements.

111. My commitment to UUism over the years. This community provides a place for others to discover a spiritual home.
112. UUFSD is at the center of my life. Many of my friends are here. I was a leader in the building program. I felt valued and effective, which has contributed to my being very emotionally invested.
113. A new adventure: I value the idea of being in a community closer to our home. I am struck to hear how this congregation supports good causes. Meetings outside. Guest speakers are really interesting. This is a group that explores many different ideas.
114. The Choir. A small Women's Group. Special friendships. The Art Fair and a place to share my art. A place where basic values are shared with my significant other.
115. My kids being in an RE program that would not force my children to conform/confirm. The connectivity with people informed my spiritual growth in the direction of pantheism. Support for those who are active in the world.
116. Sitting outside in the amphitheater. Beautiful music. Having a family routine of attending Sunday Services. I am largely in agreement with what I feel here. Having my son around people with whom I feel aligned is very important.
117. Having a sense of spirituality is important to me and UUFSD helped me stay sane through grad school.
118. My commitment to this community keeps me here. I have friends here and respect the people here. Values and shared politics make it a safe place for me to be.
119. The community itself, as well as opportunities for service.
120. It provides me with a sense of connection with myself, others and the unknown. Finding this in small groups has been easier.

121. I'm part of something bigger than myself. The important conversations, social justice work and other activities keep me wanting to be involved.
122. The small groups I'm part of help me maintain a personal, ongoing connection (e.g. Sacred Circles, Earth Centered Spirituality, Book Club).
123. The community provides me with a sense of belonging to a family and opportunities to grow within a supportive community. Small groups are important. The minister's activity and guidance have given a sense of cohesion to the community that is important to me. All parts of the community bring me joy in the whole.
124. The kind and supportive people I've met here. The people and groups of diverse types involve me in things that we ordinarily wouldn't be doing otherwise (e.g. social justice, Women's Group, Community Resource Center).
125. I like having a religious organization where you can explore (e.g. the 4th Principle—"a responsible search for truth and meaning." It helps me get out and interact with others. Being challenged to think about how I think and feel about life and what's going on in the world.
126. I feel grounded here. A big part of my life has been invested here. I learn something each time I come to a service. I have meaningful interactions with others. My involvement in the Building and Grounds Committee is important to me.
127. The community and the people. The Women's Group and other things. Thought-provoking and stimulating sermons.
128. A matter of pride. What I've contributed and accomplished here in the past keeps me here. Opportunities to mentor younger members.
129. I love UUism and the people I've connected with here.
130. Community. Volunteering to help with buildings and grounds keeps me active.

131. My closest contacts outside of my family—members and non-members are here.
132. Opportunities for problem-solving. The people.
133. Committee involvement and other leadership contributions keep me busy. The intellectual community.
134. My friendships here. Opportunities to volunteer and be useful and to help the world be a better place.
135. The friendships I've made over the years.
136. The world is in such disarray. Being here and knowing the people is the only thing that gives me hope.
137. The people and the connections we've made have kept me coming over the years, as has the broad approach to spirituality and opportunities for socializing.
138. This is my family. I can't imagine leaving.
139. I've drifted away because of COVID. I'm hoping for a renewed sense of connection with the community.
140. The promise of what we can be, vis-à-vis the 8th Principle. In addition, the solid relationships I have with others here.
141. I feel the potential for sharing in ministry together. I'm pleased with how we come together when we are facing important challenges. "I'm in!"
142. The common commitment to universal aspects in UU spirituality. The commonality we've found here with others.
143. Connections I've made with people...and I'm hopeful that as we get back to being together in person, differences will lessen.

144. Covenantal relationships with the congregation sustain me in my commitment to the community. “Tangible aspects” like the building, endowment, and campus keep me involved.
145. I’m hoping for in-person services—I’m ambivalent; do I stay or go elsewhere? I’m hoping for a spiritual home for my children.
146. Sunday services, the people and the Buddhist group keep me centered.
147. I’m hoping for more, new opportunities for connection and ways to contribute to the community.
148. We need more UU’s in the world. I want to help build a faith community where UUism will flourish.
149. Face-to-face interactions with people here. An inspiring minister.
150. The people here.
151. Community services—even during the pandemic. The Buddhist meditation group which has met weekly for 25 years.
152. The unfulfilled potential and promise of this congregation. The underlying philosophy of this fellowship is very important to me. Services, ritual and community keep me coming.
153. The amphitheater. The feeling that I am loved, cherished and embraced by this community...and Dale’s banjo playing.
154. The people here. This is a second family for us. There is a stable, supportive core of people who have been here for us at every stage. It has been a magical place for kids.
155. The people, friendships, the site (services in the amphitheater) and the music program.
156. The people, the choir, the congregation—not the minister. It is a community of refuge and safety apart from the larger world. The music program and the promise of more music, the Buddhist meditation group

also keep me here. This place is a hub of diversity and all kinds of activities.

157. I am committed to teaching in RE through this year and am wanting to see if things are going to change. I wanted to see more activity around the 8th principle; I need to find out more information about it. I'm waiting for this to happen too.
158. The world and more people need UU values. I've invested a lot in this community and the Minister calling, the sermons, and serving on the board have kept me involved. I still need a place for spiritual growth and my involvement in UU care—People caring for me when I need it and my providing this care for others.
159. The community, which for me involves the men's group, friendships with other members, and involvement in interesting conversations. The children being around and intergenerational sharing. My involvements in service leadership, on the board and ministerial search committee have also kept me involved.
160. I am staying here out of a sense of hope that people will come together and adhere to our covenant.
161. I'm currently trying to figure this out. Perhaps it is the effects of the pandemic, but the experience I remember from being here before has not been available. I'm missing intergenerational services and community. Committee work has been fulfilling so far, but I'm still looking for ways to connect personally.
162. Community: how to reestablish the choir program post-pandemic, because I want to be a part of that here. Leadership responsibilities and the music ministry have been important to me.
163. I'm on the outside looking in, looking for what might keep me connected here over and above UU philosophy and values. I'm looking for ways and means to be involved.
164. The RE program has kept me involved and volunteering in the community.

165. I don't want to lose connection with people in the fellowship, but I'm really struggling with maintaining connections. It has been a place to socialize and enjoy close friendships. I love the place.
166. I come because I love the coffee hour and sometimes I come for the Sunday morning sermon topic. When we first joined and raised our children here, I felt like we knew most of the people. Now when I come back I feel really shy and like a stranger.
167. All the friendships I made in the early cohort continue. To not be a part of them would leave a terrible void in my life.
168. Community involvement and connection with the families here. The sense of promise in the work of Religious Education.
169. I enjoy Sunday activities. The sermons sometimes give me something upon which to reflect.
170. The people and personal connections. Social Justice discussions—when they happen. Focus on racial justice resonates with me. That we can address these kinds of issues is unique.
171. Socially aware people and topics like social justice and environmental concerns.
172. We had a rich time here, but I'm not sure about my connections today. I'd like to think that the kind of community I experienced here will come back.
173. The services. I don't talk with people much. I enjoy services outdoors, where I feel more connected to nature.
174. For years we were active volunteers...then we moved to another church and became incognito. The more I engaged in the community the better I felt about developing friendships and relationships with the fellowship. As I age, I realize that I have a real need for community. I am part of the Saturday online women's group—one of the highlights of my week.

175. As an aging member, I know it is really important to have community so that I can continue to find support. I like knowing that there is this group of like-minded people. I love to come on Sunday morning when I can, and also attend the Church of the Larger Fellowship, and Palomar sometimes. Just sitting in the amphitheater and watching the birds does it form me.
176. I've been desperately trying to hang onto choir. I hope that our choir director Chris Layman can lead us in reorganizing the choir.
177. Like minded people. Progressiveness in politics is comforting to me in these difficult times. The ministers speak to my heart. While I live quite a distance away, I hope to stay involved.
178. Congenial people and exploration of the basic questions of existence. Unitarian Universalists fill a great need in the modern world around beliefs and I'm an evangelist for UUism.
179. I have attachments to the people and the place. While I'm still in touch with a lot of people in the fellowship I don't have the motivation to be involved that I had before. (I feel like this is a phase). This community fills a real need in the world, specifically around progressive values and political orientations. I've found my spiritual community more in Tibetan Buddhism; UUs seem a little hyper-rational to me. UUFSD was an initial home for me and I continue to feel gratitude and a sense of obligation for that, and for the sense of community.
180. Saving my place on the memorial wall.
181. The people in this community keep me involved. It is also a place where I can share my art.
182. It is a great place for my wife experience her greatness. I enjoy the music and the meditation group.
183. I recently returned after being away for several years. The people are a draw, but I'm trying to figure out what might connect me here.

184. RE loyalty. The community supported me so much during the pandemic and through loss...I won't abandon this community in its time of need.
185. I want to be a part of the community. Other time commitments keep me from more participation. The Building and Grounds Committee keeps me involved and suits my connection with nature.
186. We left for quite a few years after being initially involved. I am a regular attendee of the men's group and Sunday gatherings, though the fellowship has not been at the center of my life.
187. My decision to get involved moved me to be on committees.
188. I've gotten to know a lot of people. I'm semi-active because of work. During the pandemic I was on Zoom all the time for work and didn't feel like getting on Zoom for meetings of the fellowship.
189. I like most of the people and can relate to them.
190. The grounds, nature and Buddhist influences; meeting people and developing relationships.
191. I like the sense of community. That's the strongest thing. I like working on committees with others. Its close to my house.
192. The community; the amazing social action committee and the work of Gun Violence Prevention keep me engaged.
193. I've clung to the people I knew well, but I've quit going to Zoom services.
194. I like the minister, Jo Green, because she speaks from her own experience. Yes, she may refer to ideas that are controversial, but they are grounded in her own life. I identify with her struggle for self-realization.
195. We know enough people that we are close to that it does feel like our community. Contributing musically still motivates us to be a part of the fellowship. Per the Covenant of Right Relations: when things are going bad you stay and work on it.

196. I do resonate with the teachings and principles and this is the strongest thing that keeps me here right now. I'm trying to figure out other things that could keep me here.
197. 1) The UU principles and potential for all we could be. 2) The people and good friends here. 3) The potential for what we could be doing for others. 4) The RE program and its development from here. 5) The hope that I could find here a place to meditate.
198. Almost nothing keeps me here. I have not been able to make close friends. 4 or 5 ministers have come and gone. I regret to say that I would be comfortable somewhere else.
199. I'm on two committees and that keeps me involved. Also not having to engage in "God-talk," and being with like-minded values and similar values.
200. The UU principles and the spiritual exploration and tolerance they represent. The community of young adults keeps me connected, as do volunteer opportunities. This place is close to where I grew up...

Question 3: On a scale of 1-7 — the number 7 representing the most comfortable and at home you could feel in the UUFSD community — what number would best describe how you feel NOW about being a part of the UUFSD community? If less than a 7, what, if anything, would make it a "7" for you?

201. 3 (on a 1-7 scale) -We are in a major transition. What would help: 1) more of an external than an internal focus; 2) more emphasis on service and people than on money—really caring about the people of this fellowship; 3) Get re-grounded around what we are here at UUFSD; 4) Focus on RE and community.
202. 3 (on a 1-7 scale) -Our boat needs a rudder. In-person meetings and conversations. Through this process we need to get back to where we want to be.
203. 2 -Outside of the Women's Group I don't feel at all connected to the community. Effective ministerial leadership and direction. Feeling like we

are a community. Minister and sermons that challenge thinking, inspire growth, and offer new ideas. Connecting with and being warmer with people we don't know.

204. 4 -End services on Zoom. I would enjoy seeing more families, children and having Intergenerational interaction.

205. 6 -The one thing that is missing for me here is having good services. Better sermons; having a minister who is a better speaker and inspires.

206. 5 -Services could be more inspiring and give us good ideas for going on. Reduction in isolation because of the pandemic.

207. 4.5 -I want to learn and be inspired by services and take away some ideas that are helpful to me. If we could feel like we are on the same page and be together in person.

208. 5 -If I could know who is here, not be isolated and have more opportunities to gather with others. If the services were more connecting and challenging.

209. 4 -The sermons don't teach me much; I want them to give me something I can take away and incorporate into my life. An end to the turmoil over Alison's leaving. More opportunities for classes/courses that would help me grow as a person.

210. 3.5 -More involvement in interfaith and community connections. More guest speakers. More inspiring sermons. Less conflict going on.

211. 6 -I'm on a learning curve (being new).

212. 3 (on a 1-7 scale) -A better minister: leader, administrator preacher. Interpersonal communication among members. If we were to value the process more than the outcomes.

213. 6 -I don't think there is anything that would make it a 7 for me.

214. 5 -More engagement with social and racial justice would help me feel not so sad and broken-hearted. A good RE and Choir Director (i.e. complete staffing).
215. 5.5 -Dynamic people in the RE and music leadership. If we were more of a resource for young families. For Rev. Jo to increase her engagement and familiarity with members. (Losing Marshal Voit was really a big mistake.)
216. 4.5 -More spiritual renewal with a variety of stimulating speakers. A strong, current-day RE program with active support by parents. Personal outreach with the minister and to have the membership known by the minister.
217. 5 -All age groups somehow together (e.g. youth and children in services). A good RE program.
218. 4 -I need to grow in my understanding of how to be a UU in this community. I need more guidance. If the community would stop starting with finances as an impetus for recruiting new members, this would be better. I would love for Sunday services to be organized around a guiding principle, notion, word or concept from beginning to end.
219. 5 -Heal the divisions between RE program parents and the rest of the congregation. Thorough communication and better resolution of conflict when it occurs. Inclusion of old-timers like me (in things like dinner gatherings.)
220. 3 -If it were closer to my home and the sermons were better (more intellectual). If the pandemic were over. If we had an art guild here. More opportunities to connect with others in person.
221. 2 (on a 1-7 scale) -If Groups and Committees did not meet during special community events. If the minister, members and friends would show up at such events and If the sermons were less boring and more inspiring.
222. 1 -If the pandemic were over. If we had better ministerial leadership and less boring more inspiring and engaging sermons.

223. 3 -Better leadership from the top, including ministerial leadership. If we had more interesting and informative sermons and more opportunities for spiritual growth via Adult Religious Education.
224. 5 -Greater diversity in ages and racial-ethnic representation. If we were more welcoming to young families we would like to be involved. Better retention of people who visit.
225. 1 -We need more community than that which is available in separate special interest groups. I would like more emphasis on being a community and less on “doing.” More feeling-oriented communication with people and opportunities for us to just be with each other. A new minister. Either less of a focus on music in the services OR a better quality of music.
226. 5 -More uplifting services. Less guilting of those around us for not doing enough. Sermons more uplifting. More inclusive of communities of color and LGBTQ+ people. For a core of people to show up at events and better communication about events.
227. 3 -For more to be happening in the congregation. Better leadership: for the minister not to give excuses for not getting things done and to get things done. Seeing more young people around (e.g. having them actively participating in congregational meetings.)
228. 6 -Inspiring sermons. Sermons that are not organized around “Bad things are happening and I feel terrible about it.” More forward thinking about possibilities and what we can do about things.
229. 4 (on a 1-7 scale) -Sermons need to be better, have a clear direction and points. More young people.
230. 6.5 -Sermons could be stronger. We are weathering the transitions that have come with the loss of key people in the community—replacing them
231. 6 -If the fellowship as a whole were to agree on a model of governance.
232. 5 -If it were to become more oriented around being a religious community. instead of so much emphasis on social action. I miss an emphasis on spirituality.

233. 5 -If we were to get better at agreeing to do something together and not get stuck on going over the same questions over and over again, and a greater degree of involvement.

234. 6 -More involvement in the Men's Group.

235. 4.5 -If we were to address our problems openly, rather than complain. More meetings in the amphitheater. Better connections with the minister.

236. 2 & 7 A minister who is intellectually challenging and responsible—who leads us.

237. 4 -1) A minister who is more of a leader and better preacher. 2) A sense of interconnection within the community instead of silos.

238. 6 -The minister could be more thought provoking. Restructuring the RE program. More involvement of RE families in the wider life and work of the congregation.

239. 3.5/7 -If we "got our shit together" in organizing our community life.

240. 4 -Structure: less siloing; if we had the feeling of being part of the whole congregation together in planning and mission isn't happening. This meeting is an example of siloization.

241. ? (on a 1-7 scale) -Finances: We are living beyond our means. We are feeling squeezed by pledging. We can't afford a full-time RE Director and minister. We need people to step up and volunteer more.

242. ? -Lack of leadership is obvious. If we had leadership that would organize us a lot of problems would be addressed. (e.g. financial challenges and the need for new members)

243. 4 -We seem to be split between the concept of "fellowship" and "congregation." Every time we have had a settled minister we have not been able to make a successful transition to their way of being. Perhaps we should get rid of the settled minister and be a fellowship.

244. ? -Membership needs to increase, as do pledges. How do we increase the number of active members?
245. ? -We need to get people who show up to be active and to become members.
246. ? -How we address this different time we are in. For example, people seem more inclined to not join but to pay for the kinds of services they would have once found in a community like ours. The RE program needs to be taught by parents.
247. 4 -Feeling personally welcomed for being here. Being met and introduced by a fellowship representative.
248. 5.5 -Becoming intergenerational in feeling. Breaking down the silos represented in special interests and specific groups. More volunteerism instead of passive complaining. More fun!
249. 4.5 -Wanting to experience a sense of kindness that seems to have lessened here, especially around issues.
250. 3 (on a 1-7 scale) -1) I wish to be back the way we were before COVID—a positive, building community. 2) I want us to turn around the erosion of tolerance. 3) I want us to be giving people who have ample space to each move at their own pace, with everyone to be who they are.
251. 5 -Options for my children. More kids. For Alison to still be here.
252. 4 -Have Rev. Megan come back. Group campouts.
253. 5 -Recovery of intergenerational community. For adults to be growing and learning around the UU principles.
254. 5 -Move back to focus on spiritual growth, connection, being a haven of lovingkindness and relationship. That we don't get pulled apart by external politics.

255. 5 -Stabilizing and strengthening our ministerial and RE leadership and staff...Look at things innovatively and freshly, so that we can find ways to grow our community and our UU presence.
256. 5.5 -Growth in rebuilding our RE program...More on-campus programming and community events.
257. 4 -Having an inspirational Minister; a place where teens and young adults could feel comfortable. Fostering and reinvigorating a spirit of co-ministry. Collaborative spirit with the minister. Revitalization of the RE program.
258. 5 -Recreation of the kind of energy that used to be here...renewed sense of creativity, relationship, conversational interactions.
259. 4 -Focus on strengthening the RE program; building community for the future of our fellowship. Reducing factions in our fellowship and building a shared sense of values.
260. 5 (on a 1-7 scale) -Learning not to take adversarial positions and communicate through back channels. More singing together. Build a thriving RE program. Cultivate a generosity of spirit and open-heartedness and agape. Encourage conversations that feed the hunger for community and spirituality.
- 261.4 -increased diversity. Attending better to concerns of people who are ethnically and politically different.
262. 3 -More young people and more in positions of leadership. Stable staffing. Tapping into the treasure of musicology we have here.
263. 4 -The leadership and organist being better appreciated. Increase in numbers of bi-racial people, people of color and different ethnicities in the fellowship. Providing a community that is involving and welcoming for them. Becoming less inwardly focused and more outwardly focused on the larger community outside the fellowship.
264. 5.5 -Get through the pandemic; better behavior at meetings, especially related to social action. Be more mutual in how we listen to each other and exercise power.

265. 3.5 -The minister to be more involved and inspiring in sermons. More cohesive community.
266. 3 -When we are mask-free I will want to come and be here. I want an inspiring minister.
267. 2.5 -An inspiring minister. I want our members to care about outsiders and to help them feel like that are a part of our larger community. We would become more welcoming. I would also like to see training in how to be more culturally sensitive and have more understanding and knowledge about how to relate to people of color. We would stop ignoring POC and welcome and include them.
268. 5.5 -If Rev. Jo was a minister who was more compelling for me. Hiring another RE Director. For the community to feel healed.
269. 4 (on a 1-7 scale) -Having a minister who spoke to me more. Deeper sermons. Teaching OWL again. A feeling of more openness to people.
270. 1 -Stable ministerial relationships; having more people involved in the ways I first experienced the fellowship when I joined—i.e. more volunteerism. Not being all about money and raising money. A minister who would know when people are sick and call on them and help gather support for them.
271. ? -I need to get to a better place emotionally. Also it would help if we had a new minister.
272. ? -I want the fellowship to be here for me and accept me. I want this for other people. Different activities like camping. We need more than inspiring sermons and cliques, to embrace a broader range of people. I need something that will inspire me, specifically an inspiring, successful minister who prepares better for sermons.
273. 4.5 -Move the fellowship to my neighborhood. Create a stronger, supportive community south of “the split” (where the highways 5 and 805 diverge). An inspiring and well-prepared minister, who brings a deeper background of understanding to the fellowship. Not try to do too much.

Give me a way I can participate in social justice. An intergenerational “focus team” to help us in planning and staying on course. An annual evaluation of how we are making a difference in the world.

274. ? -1 or 2 things the congregation could get behind.

275. 7 -I’m comfortable, but we want to get a means of attracting BIPOC people. We need more young families volunteering and actively involved. We need to get older people who are in power to let go of it.

276. 3 -Things are too political...there are power plays...lack of communication and transparency...I need more of a connection with spirituality in weekly sermons; Rev. Jo isn’t providing this; I would like more integrity in the minister and better right relations.

277. 5 (on a 1-7 scale) -Whatever is keeping us from knowing and communicating with each other needs to be addressed.

278. 7 -I understand the problems, but I still feel positive about our community.

279. 6 -Masking the challenges facing our congregation has hurt us...I’m not privy to what’s going on...I don’t know about the sources of others’ unhappiness and strife. I’m feeling sad and somewhat helpless to do something about it. I don’t want things to fall to pieces.

280. 5 -Improvement in the RE program and seeing children grow up in the community. If we fail to accomplish this, my feeling of connection to the fellowship drops to a 2.

281. 5 -Meeting in person and not on Zoom would push us to relearn social skills and help us feel more connected. I would like to see the RE program reestablished so that my child could attend. We need clarity around the RE program and our place in it. More community building and ways of keeping people connected.

282. 2 -More engagement with people beyond my small core group of friends.

283. 4 -An interest, on my part, in meeting people. If I were more interested in doing this I would feel more connected. Also, feeling more connected to the minister.
284. 3.5 -Meeting in the amphitheater more. Feeling more connected with and at ease with the minister (I had a surprising and troubling reaction to the current minister). The sermons would inspire me and help me find something that “works for me.” Have the UUFSD band play more—I love the band. Have more people in their 60’s with whom I could relate. Would like to see more children running around.
285. 6 -I like everything about the fellowship, especially the more spiritual things like meditation group.
286. 7 (on a 1-7 scale) -At the congregational meeting a month ago it was clear that the president and board had put their heads into making the fellowship stronger. This gives me a lot of hope.
287. 3 -I’m not feeling very connected. I don’t have any close friends here. I would like it more if we stopped leaning more toward social justice and started paying more attention to the emotional and spiritual needs of members. We need to focus on the spiritual and emotional needs of some members who, like me, are not so political.
288. 7 -I’m very involved in caring for the buildings and grounds. Membership, social justice and climate involvement are also important to me. I am in with both feet and feel connected. I want to see the fellowship thrive.
289. 2 -I feel like an outsider. This may be my fault because I don’t volunteer a lot. 4 years ago, when we first came, we were invited to a dinner. This a wonderful way for us to break the ice and begin getting to know others. Zoom rooms were also icebreakers and gave me chances to connect with others.
290. 7 -I’m comfortable with how the fellowship is with me.
291. 5 -A return to “normalcy” from the pandemic would help me feel better. More hikes, lunches and community activities would also help.

292. 4.5 -More having fun together and opportunities to do things together. In the RE program there weren't so many kids...More children in my children's age group would make it better. Better sermons that are more spiritual and uplifting; I don't feel like I get that much from some of the services here.
293. 2 -I feel like it's my own fault because of my own shyness and changes in my physical abilities. I need to reach out and meet people in a more small-scale, community way.
294. 3.5 (on a 1-7 scale) -Community-building activities. Being able to take away something valuable on Sunday mornings. I appreciated Lisa Shaffer's speaking about down-sizing.
295. 3.5 -1) more in-person, meaningful contacts with others; 2) more consistency and transparency in how the congregation is run (the staff changes were unsettling); 3) I would have been more comfortable if the 8th principle had been passed without anger and lashing out...How differences are addressed is important.
296. 4 -If there had not been such astonishing opposition to the 8th principle in the terms that I heard, and if there were wide-spread agreement on the 8th principle.
297. 1.5 -A list of groups and committees we could join. Small study groups for adults at some other time than at the church hour. Less of a divide between the "haves" and "have nots" with regard to power, and everyone in the fellowship included in decision-making. Changing the sense that in this community there are people not adhering to the covenants we claim to live by. More transparency about and how decisions are being made.
298. 6 -More people around my age (young adults). Established RE program. More people participating in activities like discussions of the 8th principle. Exploration groups around the principles. Spiritual explorations about different cultures and practices.
299. 3 -A robust RE program supported by the whole community. Also, having an easier time making friends in the community. It would help if people knew how to connect with and participate in committees and meetings

like the Social Action Committee. A study group for the 8th principle and resolution of resistances to the adoption of the 8th principle. I want to have opportunities to actively manifest, study and engage the principles in the ways I would really like to.

300. 4 (on a 1-7 scale) -More stability in RE and Music programs, in the ministerial position, in our finances. I also need something more in the vein of the Beloved Conversations program. If we could get the congregation to participate and get through them, I would feel like this is the place to be.
301. 3 -1) All voices are listened to, regardless of age and longevity in the fellowship. (Longer-term leader's comments seem to carry more weight.) Newer members need to be regarded. 2) More ways in which we could have person-to-person contacts More social contacts, free dinner groups and other social events. If we could all just get together and have dinner. 3) Stronger outreach to new members (e.g. a mentoring program for new members to help incorporate people into the community and keep in touch with them.)
302. 7 -This is home for me. I recognize the challenges we face, but I am comfortable with them.
303. 4.5 -The freedom to express my concerns without being criticized.
304. 2 -Sermons could be better. Rev. Jo is not very spiritually sophisticated. We need a minister with more spiritual depth.
305. 3 -Transparent and factually-oriented communication, instead of communication that is rife with innuendo and miscommunication.
306. 4 -A balanced and sustainable budget. Accountability for what we are spending on personnel and program.
307. 4 -Multi-generational community with more young families; an active young adult group.
308. 2 -Better, more direct communication and transparency about what's happening and why.

309. 3 -Develop a more skillful way of handling budgetary issues, e.g. personnel decisions.
310. 4.5 (on a 1-7 scale) -Sharing and listening groups like this one. Getting all hands on deck to bring back more young families. Inclusive relationships with children, pre-teens and teens—whatever the cost.
311. 6 -More opportunities for creating growth and healing (activities like this group.)
312. 4 -1) Reestablish and fund RE program. Get families involved again. 2) Heal the hurt feelings associated with Alison’s departure and crushing of the RE program. 3) A congregational meeting in which we discuss the 8th principle.
313. 7 -I’m comfortable but we want to get a means of attracting people of color, involving more young families, and getting more active volunteers. Older people in power need to let go of it.

Question 4: What do you consider to be the greatest challenges facing our UUFSD community?

314. Rev. Jo speaks down to us. We need good sermons and ministerial leadership. We need groups to be more proactive in inviting/including new members. The newsletter might include information about other committees and how to join in the work.
315. Coming back from the pandemic. Alison’s leaving means that putting the RE program back together will be challenging. Rev. Jo’s sermons are forgettable and don’t give us something to think about during the week.
316. RE program revitalized, maybe starting from scratch and developing leadership.
317. Having the leadership and community committed together to turning things around.

318. The pulpit is not a drawing force. We want to be inspired, challenged by sermons. Not enough time is being spent on them; we want them to be memorable. We want to be part of something that will make the world a little better.
319. Getting a different minister.
320. Re-instill my trust in this place. This would mean that it would no longer be possible for a single person or group to damage the fellowship. Largest donors would no longer determine how things go here. That we develop a strong enough leadership and organization so that such things couldn't happen.
321. Remove/prevent the sorts of experiences that have created distrust.
322. We in the community would all know what's going on. (e.g. what decisions are being made; how many kids are in the ER; other important things going on in the congregation and larger community. Being more democratic: not a small group deciding big things here.
323. Bringing in a sizeable number of new families who have a strong commitment to RE in order to counter the recent problems with the program.
324. We need to face the challenge that is the budget and budget according to what we have. Being together more, especially with new people. We need the energy of more young people and need them to volunteer to help with things like our buildings, grounds and programming.
325. Budget. Losing members. The way our services are going I can't imagine that we will gain new people. The split in the congregation over Alison's leaving. Reconstituting after the pandemic.
326. We're shrinking: down to 187 after 210 in the last pledge drive. People aren't showing up for events. The parking lot no longer fills up.
327. Reduction in membership with a corresponding decrease in money. We have to get the membership back up.

328. We are shrinking and getting people to come back is a challenge. Having younger people and people with families. We have to have a solid RE program to attract them.
329. Bringing everyone back together can unite us as a community. Being open to new ways of doing things (e.g. communication).
330. The vitality of the community will be addressed in how we meet the needs and best serve younger people with families.
331. Taking care of the plants and campus environment. (e.g. no one is paying attention to the broken terra cotta pot). Loss of the Design Review Committee.
332. The discrepancy between our financial capacity and expanded, diverse programs. We can cut back on some our expenditures.
333. Communication: Not tri-angulating, speaking directly to each other. Music and RE programs are established and strengthened.
334. Having a more intergenerational congregation. Making sure members are better informed about what is going. Give younger people a stronger voice in helping us understand what's going on in the world and her at UUFSD.
335. We need to become more actively engaged with communities of color and social activist groups. Put our priorities in order about what attracts new people and reorganize the budget according to those priorities.
336. Budget and programs need to be better aligned. We need a membership that is more intergenerational.
337. We are functioning with a lack of united vision (e.g. separation between the RE program and the rest of the congregation; the great debate over the 8th principle). Figuring out how the conflicts we've experienced could have been better handled.
338. Increasing younger families. Poor communication by the minister.

339. Getting to the point where everyone has a deep sense of ownership and gratitude for this congregation. We need to be motivated by love, not just a sense of duty. Getting to know each other more deeply.
340. This community is exhausted by the fact that priorities are inverted. We are having to fix internal structures rather than be focused on meaningful and effective work in the larger world and with our own personal spirituality. Growing in our sense of spiritual community. We're stuck on talking about ourselves. (The potential here to do great things together is higher here than elsewhere.)
341. What are our bigger goals? What do we want to become? We need to work harder at developing a sense of direction. Conversations about "being progressive" seem dated. Rather we should be talking about the future we are fighting for, rather than talking about the past. No more armchair activism.
342. Sermons. Not having enough money/pledges: budget. Negative energy in the community.
343. Dwindling numbers in our community. Dropping contributions. Lack of inspirational sermons. Minister seems to be out of touch with people, and this turns them off. RE program and active youth fellowship: we need to see and hear about young people having fun. We need a new music director, to have a band again. Talented choir members/musically-inclined people are leaving. All of this has rolled down from the top leadership.
344. Financial stability is necessary. Having the funds to hire a new RE leader and music director.
345. We need to repair infrastructure (city permits for parking and the next phase of construction). We need to maintain new members. Re-establish the RE program with volunteers (which include parents and others).
346. Volunteer burn-out. Some people are volunteering over and over again. We get tired and don't want to do it anymore.

347. Most of the people in the outside community don't know we exist. We need to attract more people and have a minister who gets out and gets known in the community. Another challenge is older people leaving and not getting replaced. We need to know how many of us are really here and involved.
348. We are not who we used to be. The influx of people is diminishing. Ministerial leadership is not inspiring. We need to figure who and what and where we want to be. We're a bunch of bobble-heads—we need to ask people “are you here or are you not?” We need to be a family and community that will accept people with any level of involvement. We need to have people show up and participate. The minister needs to lead in making this happen.
349. COVID has broken/damaged this community. We need to get off Zoom and get people back in the habit of coming again. The minister doesn't have the energy to do this job. Replace the minister. Balancing the budget: we balanced last year because of PPP and salary losses. Restoring a sense of community.
350. Rebuild membership and this will put us on better financial footing.
351. The “macro-challenge” of taking this process and realizing out of it a revitalized, vibrant community.
352. The effects of the pandemic. Becoming more compassionate toward ourselves and one another. “Hey ho, Rev. Jo has got to go!” We need ministerial leadership that is outstanding and inspiring. More communication: Being heard is huge! and really important. More opportunities for fun and less being too serious. Reinstitute cottage meetings. In sum, we need a new minister, more communication, more fun in community.
353. An inspiring minister that we can afford.
354. Moving beyond differences and finding commonality.
355. A budget not dominated by salaries.

356. Finances. We are a bunch of tightwads. People have to put the money in to make it work.

357. 15% of our members provide 85% of the money and work (I commend the board for the work it is doing.)

358. The Board and Committees run the fellowship. The minister lacks leadership qualities and imagination. We need to have a minister who actually reaches out to members and friends. We are doing things despite the minister. The minister should be present at events and invited to have a presence at events. The lack of personal connection with and attachment with the minister. And we need a minister who is organized.

359. The minister doesn't greet us and make connections. We need to feel connected to the minister.

360. Redeveloping a decimated RE program. Younger people having a spiritual community and feeling like it is important to them.

361. 1) Minister needs to be more inspiring, better at administration, more directive and participatory in community activities. 2) We need an RE Director focused on love and generosity. 3) We need to actively recruit new members and friends.

362. We need to figure out how to work with the minister, try to give her a fairer chance than she's getting so that she can improve her leadership and performance. A functional RE program is a priority.

363. Relieving spiritual constipation. Fulfilling and meeting unrealized desires. Being people-centered.

364. Seeing ourselves as a corporation as opposed to a spiritual community. We need to focus on providing a spiritual community rather than on being a corporation. Recovering from problems raised by our minister's shortcomings. Mutual openness between us and the minister.

365. The congregation is conflicted and ambivalent with regard to our mission. A lack of honesty (e.g. when we were selling ourselves to the minister). How we as a congregation orient the minister (from interviews through settlement).

Misalignment between the congregation's culture and commitments and those of the ministers that come to us.

366. Open and honest ongoing conversation that assumes the best in each other and recognizes our shared humanity and commonality.

367. We need to first build on the minister's strengths and help her adjust in ways that are beneficial. We need to change our "scarcity mentality." Rather than a culture of abundance we seem to have this problem when it comes to policies and practices. We need to do a better job in camp announcements and outreach programming.

368. I feel like there is not an overall commitment to making this a more diverse and inclusive community.

369. Getting over COVID pandemic. Our location is a challenge for attracting diversity.

370. We are extremely focused on circumstances. Instead we need a vision that is meaningful to those outside of our circle and relevant to today.

371. A small number of people who are interested in power. We need to work harder at right relations.

372. We need to evaluate our covenant of right relations and promote it through discussion and training. We've lost enthusiasm. We need to accept that not everybody is going to be able to do everything.

373. 1) Getting families and young adults involved in leadership and helping to run things. These people are often too busy to do this. 2) Not have so much turnover in staff and membership.

374. How to set a strategy that recognizes that you cannot do or be everything for everyone. There is too much strain and burnout among a few people who are trying to do too much.

375. We don't have strategic planning that includes clear direction and evaluation of plans. We need an overall plan. We need to be here for

people in ways that reflect our stated values. We need to integrate young people into our services and activities.

376. Aging of the congregation and needing new families. Increasing membership.

377. Recovering from the aftermath of Covid. Our minister is ill-equipped and lacking the energy to help the congregation through this period in the congregation's life.

378. We need more diversity and a plan with measurable goals, including specifically those related to social justice.

379. People leave because they don't feel that they matter or are not appreciated. We need to acknowledge people's presence and contributions.

380. How to bring the congregation together. Healing the rift between RE families and other members and bringing all sides together to heal this division.

381. How to address the pivotal issue of our generation: racism. Young people could not understand why older people could not see this. There is not a way for us to address the issue of racism across generational differences.

382. 1) Coming to terms with racism and anti-racism is a principle issue for us. Lines for accountability and authority vis-à-vis racism need to be clear in the congregation. 2) Finding ways to get what we need from Rev. Jo. 3) Healing from Rev. Megan's precipitous departure. 4) Side-taking and a "for and against" mentality regarding the RE program. 5) Finding our shared values in this community.

383. Growth, including more young adults and families to participate in these groups. Becoming an active anti-racism community that understands what anti-racism means. Making our community a comfortable and inviting place for BIPOC and LGBTQ+ people, so that they want to be here.

384. Possibly hire two DREs: one for administrative and board leadership. Another for loving and helping the kids. A new building space for young people to call their own and hang out in. Fun stuff for children.

385. Inspiring music.

386. That people who give more financially and who have been around much longer demand and have a greater voice in decisions—mostly financial—being made.

387. Communication, because very often I don't know what is happening with fellow members and who's engaged in what activities. We need to figure out better ways of passing on how things are done to new members/the next generation. This level of communication is lacking and needs to be instituted.

388. The steady decline over the past decade in membership and the corresponding drop in pledges. The dissolution of the RE program (There have been no children at the fellowship over the past two Sundays. Our grandson feels deeply hurt and like the fellowship has let him down because of the dissolution of the youth group. Other families with children normally draw other families with children, and this isn't happening. These things are weakening our community.

389. Lack of continuity over the past 10 years. We've had 5 different ministers. Our congregation balanced the budget last year with \$80,000 of federal relief money. Where are we going to get that this year?

390. The biggest challenge is the larger community in which the fellowship is located. This has an impact on who and how we draw in new members. The RE program did bring people in this way through OWL, and once people have found us they do connect with us. Another is consistent leadership. There seems to be a lack of trust in Rev. Jo and she has had a lack of interaction with members. Yet another is the transfer of knowledge from long-timers to those who are coming along. How does it get codified and passed on when someone leaves? When Alison left, much was lost that could have been valuable to pass on.

391. Rev. Jo is a sweet person with warmth, but did not have the supervisory skills necessary to help when there were problems with Alison, the RE Director. Rev. Jo gave her co-minister status and supported her. Problems and issues with Alison were getting bigger and bigger. Rev. Jo lacks adequate administrative skills. She lacks sophistication in her musings and preaching.

Her sermons were silly and not well-reasoned. Her approach to awakening us to racism and white supremacy were shocking and she was unresponsive to input for how she might go about doing this more effectively. When presented in writing with complaints and suggestions in 2021, she did not acknowledge receiving the communication nor did she respond in any way.

392. The pandemic has been a big part of why I've had such a hard time connecting with the community, and it has been hard to break into relationships already established.

393. I haven't seen the principles and covenants carried out as much as I was hoping for. These are the things that drew me here originally.

394. I felt blind-sided by the congregational meeting last June. We haven't had any RE students since Alison resigned. I was surprised when I found out we were in a financial hole. It seemed like the RE program needed to be cut at the meeting.

395. I still think the people here care about the principles and that over time we can grow through the current challenges and stay connected.

396. I was astonished by the controversy around the 8th principle at the congregational meeting. I was struck by the efforts to balance the budget and the question of why we wanted to get rid of the educational program.

397. To have a minister who would be able to provide a caring presence and give meaningful feedback to me and my husband.

398. The minister doesn't resonate with some people and they are leaving and going elsewhere. We need a wise leader, someone with whom people can relate.

399. Volunteerism.

400. RE program loss. Severe challenges in recruiting kids and maintaining an income stream sufficient to keep it going. Declining commitment to social mission has caused socially active members to peel away. Our current minister is not as inspiring and connected to us as was Rev. Megan.

401. A lot of community activities never get reported in the newsletter. There is master list of fellowship activities (e.g. book groups, closed activities and groups, et al).

402. I haven't participated much since the new minister. I haven't been inspired by the new minister.

403. The congregation has a balancing problem between religious identity and the purpose of social justice and politics. The people who don't identify with religious identity and do agree with certain political points of view is a challenge. There is a judgmentalness of people who don't agree with me politically. I don't know if people are okay with my political orientation and if they will shut me down. Polarized topics in these areas don't feel as safe. It makes me uncomfortable when the minister wears a "Black Lives Matter" pin every week. Everyone should feel safe, not just the people who disagree with you about something. It causes a level of discomfort for me.

404. Alison leaving. What will happen to the RE program? Sermons are not inspiring.

405. When I scan the newsletter I tend to like the guest speakers (not the minister). Money and volunteerism.

406. I love the campus and don't want to see it expanded into a megachurch. I'm also not inspired by the minister's sermons.

407. 1) Developing a really strong RE program with friendships among the parents and great social involvement. 2) Issues with people recovering from racism.

408. I like the minister, but I think the challenge is acceptance of different styles and points of view on spirituality. Trying to address this challenge would make sense to me. How does this community broaden my spirituality and sense of wonder? How can we become a fellowship for a wide range of people?

409. Is UUism a religion or not? I think this is the most challenging part of the community. People get turned off by spirituality on the one hand, and social justice on the other. Each minister has their limitations.

410. Covid, which has made it difficult to get together and build community.

411. Budget: The fellowship has gone out of its way to make members aware of its financial problems. Loss of members, some of whom have been really important to the fellowship. We need more active people, an inspirational music director, and something/someone(s) to fill the gap left by Alison.

Minister: does she match with our fellowship?

412. Budget: do we keep things running with a ghost crew until the budget looks better? How funds are allocated needs to be revisited. Poor connection with the minister: We need a minister with whom we can “click.” We need to learn from what we liked and didn’t like about past ministers. We are challenged to find someone who aligns with our community. Keeping people connected: How do we maintain our sense of community when people are always coming and going? How do we get commitment from people, myself included, especially if we have to move toward a more volunteer-centric orientation, and given the fact that some people can’t drive and others are working so hard.

413. The loss of people because of death or various issues, people who were dear to us and super-important to the fellowship. All of our energies are so dissipated. The sense of greater availability of spiritual options beyond our fellowship may also be eroding this community. The model that we have built no longer fits the world as it is now, and it’s hard to picture what we need to go forward. Combined with loss of income and dispersion of energies, hiring a minister who fits our community becomes a great challenge. The pandemic environment makes it all the harder to meet these challenges successfully.

414. Matching us with ministerial leadership like Rev. Megan. Inspiration from the minister.

415. We have a lot of volunteers. I think they can be activated to address the problems we are facing.

416. Covid has hurt us. We don’t know each other anymore. There is no coffee hour. We can’t talk and communicate together and that is really hurting us.

417. Part of it is a deep sadness about losing Alison our RE Director. I think we are not together because we don't communicate. We somehow need to open up the communication because we don't hear things from the Board. The Board keeps information a little too much. We should know about such things before they come up in a congregational meeting. In sum: 1) Power plays; 2) Little or no advance notice on the congregational meeting where a major budget decision was made; 3) How we engaged in discussing and deciding on the 8th principle. (In these meetings someone wants to come in and change everything.)...Processes for better communication and transparency are essential...If I wanted to have this as a part of my life I would turn on FOX news.

418. Communication...Transparency...As a community, when things come up, people need to be more open and speak more compassionately...We need to look at the cup half-full rather than half-empty.

419. I'm not in the loop. I don't hear a lot of negativity and I don't know what's going on behind the scenes. Communication is an issue. The minister wasn't aware of any of this...Alison and the Board were not in agreement on Alison's goals. There should have been an explanation by the Board about what was going on and what happened with Alison. Money was spent incorrectly on grounds improvement.

420. Rev. Jo hasn't gotten to know us because of COVID. We have to move forward. We can't afford to get depressed.

421. We need more transparency, communication and trust. Alison said she chose to leave but I also heard that the finances were tight so the Board cut her hours. I can't find out the truth. Did the Board cut her hours because they were upset about something?...A working RE program is essential, because the children are the future of our congregation.

422. I would like to feel ministered to; I want to feel cared about and loved on by the minister. Rev. Jo did not say one word about Alison's leaving. She isn't aware that that the flock is hurting.

423. My hope is to see the fellowship grow. I do not see that with Rev. Jo at the helm.

424. There is a power group here that wants their way, as there probably is in every group. I have heard too many times about the “Big Donors” and that they are not pleased and that we can’t afford to lose them so we need to do xyz. Although it is human nature, it doesn’t align with our principles because it sets up the “haves and have nots” and gives the “haves” more power.

425. The following was communicated to the Board in 2007 and I believe it is still relevant to our current circumstances:

426. “UUFSD has faced an ongoing struggle to define our identity and to map out a mission and vision. I believe that our difficulties in this area have contributed to the present slide in attendance numbers. Members are left to determine for themselves what the Fellowship is about—and when that determination is not borne out over time, they leave, having discovered that what they thought they had signed on for is not what actually happens here. That unresolved question of who we are, why we exist, and where we want to go has in turn compromised our effectiveness at utilizing our strengths and resources...” (Offered by a member from a report submitted to the Board in 2007)

427. Members find themselves at a loss to understand some decisions, or may see decisions reversed from one year to the next, with no apparent rationale (beyond the desire to save money). Over time, such a wandering course commands less and less commitment from the membership, and undermines morale...

428. “...if there are goals (re identity and mission/vision) then financial constraints will be the basis for decision-making because there is no other context in which to make a decision.”

429. Something that’s missing is an opportunity to engage with others. Older people need to get together. This could be an opportunity for other people in the fellowship to engage in activities like that rather than social justice/protesting. We need more time enjoying nature together.

430. Why is it that so few of our RE children don’t return as young adults?

431. We tend to be too conflict averse. We tend to shut down conflict rather than engage it OR we talk about it forever with no resolutions achieved.

432. The conscious move toward “corporateness” has caused us to lose our way.

Question 5: If you had a magic wand and could change any one thing about UUFSD, what would you change?"

433. Bring Rev. Meghan back.

434. Have a minister like David or Tom whose services and leadership drew me in...have discussions after service.

435. A different minister; someone who is like Rev. Meghan. Rebuild a good RE program for younger people.

436. Have ministers like Rev. Tom, David and Meghan.

437. More unanimity of purpose borne of real, vibrant communication. That we would not sweep things under the rug, but face conflict directly.

438. A whole bunch of parents with children here.

439. Drawing on a wider variety of faith traditions, scriptures and speakers.

440. Buildings redesigned for more efficiency and greater aesthetic impact. A kiosk at the top of the amphitheater with restrooms. No sails in the amphitheater.

441. That more focused energy be put into whatever the community might decide. Focus on what people are concerned about today.

442. More diverse, younger leadership. After sermons, have a discussion group for trading ideas—like Sacred Circles, which are unifying, stimulating and comforting.

443. I would make us more tolerant, better listeners, break down cliques, achieve a new level of political inclusiveness.

444. Unity, agreement, buy-in on the mission: what are we doing here? That all decisions be judged on how they match and fulfill the mission.

445. I would go back and take 2 years to do the ministerial search and find a minister who would make things better.

446. Bring back Rev. Thomas Perchlik: He was well-read, lead groups and got involved in good discussions.

447. Have the fellowship in Australia with Rev. Thomas as the minister.

448. Lots of children here, with their special energy.

449. Bring back either Rev. Meghan Cefalu or Rev. Thomas Perchlik.

450. Bring in millions of dollars.

451. "Hey ho, Rev. Jo has gotta go."

452. Renting our facilities to other groups and developing other significant revenue sources.

453. Bring back Rev. Thomas.

454. Bring back Rev. Thomas with a lot of money.

455. More volunteers engaged in things like productive work parties. Encourage the leadership to schedule work parties.

456. Every member would ask themselves every year, "What can I do to get involved."

457. Re-energize members and get them more interested in smaller interest/ministry groups.

458. Make the members who sign the membership book automatically become actively involved in the community. Make the membership magical so that the people who sign it will want to become more active.

459. Get a charismatic and competent leader like Eli.

460. Do away with silos by providing more all church projects with wider community involvement. Organize more “all-congregation” events and projects.

461. Focus sermons on the different “Sources” listed in the Principles and Purposes of Unitarian Universalism. Touch on a universal understanding of the spirit in the world.

462. Create a new form of governance based on the talents in the community. Recreate the Council of Committees, to help involve a wider array of members and young people in RE.

463. Get the minister lessons on delivery in sermons and public speaking.

464. Make it so people didn’t feel too intimidated to communicate what they think when Board members and other leaders are present.

465. Make it so we weren’t so conflict averse; we tend to shut down conflict rather than engage it with each other or we can talk about a conflict forever without any solutions forthcoming.

466. A strong, dynamic POC minister who is evangelical about UU principles and challenge/unite/fire up this congregation.

467. In person discussions about our future together and about things over which we differ.

468. That we reach back and affirm who we are and what we commit to. Faithfulness to our UU commitments.

468. A minister who, upon entering the room, readily interacts with others and brings a sense of groundedness and spirituality. The minister modeling such would have a huge impact on this community.

470. More hugs!

471. More volunteer teachers in the RE program.
- 472.-More diversity, People of Color.
- 473.-Create a robust RE program, the foundation for more UUs in the world.
- 474.-Take a survey/poll: what would make you happier to be a part of UUFSD?
- 475.-Have an incredibly inspiring sermon every Sunday.
- 476.-For everybody in the congregation to be involved in training about white privilege and inclusivity.
477. 1) Make social justice a team sport. 2)Create more intergenerational community. Focus on meaning, funding and acknowledgement—all around just 2 key themes.
478. I would have a new, continuing crop of young families involved and interested in activities sponsored by our community so that we don't end up a bunch of 90-year olds with nobody else.
479. True intergenerational conversation with people who are not like ourselves. Getting to know one another in an informal and deep-feeling way.
480. We would be less rational and more intuitive.
481. Compelling and actionable vision of who we are and what we do.
482. That everyone would do a lot of work with themselves, guided by good leadership, so that we can move forward.
483. Hire Eli to be our minister.
484. Engage and help Rev. Jo to come along...Help her learn to tell her story and how to help us meet the difficult challenges facing our community through better sermons and service planning.

485. We would think outside the box regarding growth. “Build it and they will come” doesn’t work. Start with helping people outside the community know we are here.

486. A large enough endowment that would enable us to hire the best people, make the amphitheater ADA compliant, and otherwise relieve the financial pressures we have in this congregation.

487. Bring back the dead and departed members and Rev. Megan. This would bring about growth. (We could be the Zombie UU Fellowship).

488. Inspiring leadership—mostly ministerial. Establish an RE program that would be great for both younger and older people.

489. Have everybody infused with love. People leading with their hearts first—this would make it easier to tolerate and get past the bullshit. This would also make us want to be better than to be right.

490. That we could experience, in an ongoing way, intentionally diverse conversation leading us to deeper understanding of issues around racial justice (e.g. white privilege). Different classes and offerings could represent different racial ethnic communities.

491. Possibly hire two DREs: one for administrative and board leadership. Another for loving and helping the kids. A new building space for young people to call their own and hang out in. Fun stuff for children.

492. Inspiring music.

493. My magic wand would get into the hearts and minds of every member and get everyone involved in making our Congregational Covenant become true.

494. I would make everybody help each other.

495. Reestablish the RE committee and program as soon as possible and reach out to the people who left and ask them to come back. Reach out to new people too.

496. Relocate the whole church building to the 101, to a more public location...OR at least open an outreach center that could be an access point for passersby so that they could learn about us.

497. Get rid of class differences, the fear of making mistakes, and let people be messy and keep trying despite the mess-ups. Get people to talk about what's happening in the fellowship and become like a big family.

498. More music with a choir director.

499. Bring back Rev. Megan, a compelling, authentic, astute, wise, competent and thoughtful minister and preacher.

500. We would stop trying to raise money and focus on what we spend our money on. Adjust how much we spend on RE and ministerial staff by have more hired speakers and lay led-programs. Just doing this would help us experience more connectedness in the community. We would increase volunteerism. Services would not be the same ritualistically Sunday after Sunday. If we different services week after week I think more people would be attracted. More music! When Rev. David came we did a lot of fundraising. Megan was a gem...If she had still been here when I ended up in trouble, she would have been here for me. She really cared for everyone.

501. Get rid of Rev. Jo. I feel that she's toxic. Every sermon is negative. She is very good a blaming the fellowship for what isn't being done. I want someone like Rev. Megan to be here.

502. I would like to see a revitalized RE program with lots of families...I would like to see more money, which will be necessary for us to succeed and grow. I would initiate groups that would do a better job of meeting the needs and interests of people, like more music programming. I would add levity to the sermons.

503. Go back to what we were...an easier, more natural place to be. I'd take us out of Solana beach and remove some of what Solana Beach has become around it, with a particular kind of local politics.

504. Get people to step up and volunteer for the good of the organization. That could happen if the world and times were easier going and it was easier to find

folks who have the time and energy to volunteer. Volunteer burnout is a problem, so I would try to create more opportunities for people to give smaller amounts of time. Committee service with its time commitments is not possible for everyone. I would get everyone involved and build for a better community.

505. Getting a minister who everyone likes...I'm sick and tired of hearing people complain about the minister or absenting themselves because of the minister.

506. A bunch of kids in the RE program. I would get more young people involved.

507. I'd probably have the services all be centered on topics that are universal to people, give them a sense of commonality, fulfill an emotional need, and/or that make us think about the deeper things in our lives. I would want people to come away feeling calmer rather than agitated when they leave the service. Contentious issues could be addressed for people around a different time-slot.

508. Transform Rev. Jo into the kind of person who can develop and deliver sermons.

509. More children in RE. The fellowship can take advantage of losing Alison and rebuild a strong RE program. We can make RE what we want it to be.

510. We need to keep in mind that there are a lot of people who don't speak up. They are shy or not talking. There are also a lot of lonely people. It will be a challenge to include these people and get them together to enjoy the benefits of sharing.

511. Rebuild the RE program and continue it.

512. Restart Circle Dinners and circulate people through different groups and experiences together.

513. RE is the important thing for members and the community. I would also organize picnics, kite-flying outings, and social interaction time after the Sunday morning service.

514. Put the community's emphasis on RE.

515. Circle Dinners reinitiated. They are a nice way of mixing people and helping them feel comfortable with each other.

516. Parent volunteers in RE...In former times, they had 4 volunteers for each class and each volunteer would be teaching 2 times per month. Get parents and you get kids.

517. Fundraising has the potential to be a pastoral activity—wherein our first concern is the person on the other end of the line and his/her relationship to the fellowship. Wisely, we've reached a point where the prior year's donation is rolled over to the next. It is so much less stressful. But I wonder if there's any other activity that could encourage outreach to all members in a spirit of community.

Question 6: What one recommendation would you offer for the UUFSD community to consider as it continues its planning for the future?

518. In order to increase participation in the fellowship we need to provide the sorts of opportunities and experiences that would encourage people to come. (Band plays more often; guest speakers on the environment and other current issues; draw on SD talent to come speak to us on various subjects).

519. Focus on people and heart and commitment to service instead of money and internal focus. Regain a sense of why people are here or are not here and who we are. Overcoming and healing from what we've lost.

520. Get the whole community involved in environmental/climate and social justice issues. Our minister needs to lead us in such a direction.

521. A lot more social events like "Circle of Friends" dinners (What Louise does for Thanksgiving dinners has been remarkable.)

522. Set goals and actions. Transparency by the Board promises to heal the perceptions of exclusivity and cliquishness that I have felt.

523. More involvement in working out in the community to help the marginalized. Social justice events.

524. Work on getting groups together. Get people connecting more than they have in the past. Build our social relations.

525. Find ways to have a range of more kinds of events from which people could choose (e.g. musical events, sound healing, and other ways of coming together.)

526. Have events that will attract people for other reasons than the minister.

527. Focus more on small group activities to provide more opportunities for community connection.

528. Analyze and change methods and processes related to service planning and execution. Give people who are leading the services enough information far enough ahead of time so that better, less stressful preparations can be made.

529. Fully utilize the valuable information gathered through these meetings and not waste it.

530. We should think positive thoughts in order to achieve more positive results in our fellowship.

531. Bring back the Sunday luncheon—without me having to be the one to make it happen.

532. We need more facilitated meetings like this one so that we can better know and understand what the problems in our community are.

533. Positive supportive approach to growth. Continue to engage every single member and grow.

534. Bring teens more into relationship with the entire community and foster a multi-generational feeling here.

535. Next ministerial search: Call people who are both deep and relatable; who use humor and challenge us more; who are uplifting and bring deep spiritual meaning to our community.

536. Develop a vision and a collaborative, open, transparent way of being that gets us to achieving that vision.

537. More part-time employees, hopefully drawn from the congregation.

538. Stop passing the offering baskets. We could have places to leave an offering upon entering or leaving.

539. Hire an RE director who provides capable, empathetic, organized, dedicated leadership, who can organize volunteer staffing for the RE program.

540. Increase racial ethnic and political diversity in the community.

541. Get out and be part of the larger community in service and event attendance. Be involved with other UU communities around the county and state,

542. Intentional “cross-pollination” between committees: each committee could send members to other committees to share about and understand what’s going on in the congregation.

543. Maskless meetings.

544. I want to be a better person so that I can inspire others to join.

545. Continue the precedents of cottage meetings and community service.

546. As we try to get more people involved, we chunk opportunities for service and involvement in “manageable bites.” (e.g. “Service Saturdays”)

547. Institutionalize the meaning and practice of the Covenant of Right Relations.

548. More family-involving planned activities that help integrate youth into our fellowship.

549. Keep Frank on-board throughout this process.

550. Hire an RE Director instead of having an RE Coordinator.

551. Create a safe space for innovation. Draw on Rev. Eli and Spirit Level Foundation to bring innovation to worship, membership recruitment, issues of justice and inclusivity, et al. Shell out for things...

552. Focus an activity around the podcast “On Being” by Krista Tippett.

553. We are approaching 60 years. For the first 25 years all services were conducted by members. It would be nice to hear members speak from the podium on Sundays.

554. Get a new minister. Negotiate a separation with Rev. Jo Green and get consulting ministers for a while so that we can take our time to find someone who really fits our special and unique community.

555. Be congregation-driven, not board driven. Focus on volunteers not money. Get the whole congregation involved in what we do with the money we have so that it isn't being distributed to individual interests.

556. Multiple services.

557. Widen the opportunities for community involvement (e.g. walks together) and to have fun doing these things.

558. More transparency and access to information like how Alison came to resign.

559. Find ways to get members of the fellowship together in small groups as often as possible (e.g. sacred circles and dining circles. Help people get to know each other via small group involvement.)

560. More opportunities to get together in small groups away from the campus in social dinners, study groups—as the pandemic circumstances change.

561. Give the congregation opportunities to express their feelings and talk honestly and openly with others. Do a needs assessment for RE and figure out what we really need to be doing in this fellowship.

562. A question box for people to let the community and its leadership know what they would like to find out more about.

563. I hope that UUFSD will consider how we will implement the tenets of the 8th principle. I hope we will continue to collaborate with other SD UU congregations and really make institutional change in our organization to meet the demands of how we can now be an inclusive community.

-Keep building small group opportunities for people in the community, especially the folks who don't have children.

564. Older folks need a place to share about what it means to be old.

565. Decide whether we are a fellowship or a congregation.

566. Bring Eli Snyder back, or get a leader like him who is a dynamic and actualizing talent.

567. Link active participation and financial commitment to membership as an expectation.

568. Form a leadership council that meets regularly to direct talent and create connection within the fellowship as a whole.

569. Hire Laura Parks to help lead us to a different form of governance. (She wrote: "Nested Bowls" a guide to good governance.

570. Emphasize the positive. Share positive experiences and affirm our goodness, friendliness, and hard-working character.

571. Alison was good at many things, but she was toxic and manipulative. With her leaving I think we can get beyond these problems and rebuild the RE program.

572. Recently Rev. Jo has become more open to people's concerns.

573. The minister needs to take lessons on sermon delivery.

574. Figure out ways to have open, two-way communication. Have ways for people to participate without feeling like they are going to get sucked into a

committee (Don't pounce on new people to get them involved in a committee.) It's important to know what's going on in the fellowship but the weekly email newsletter just doesn't click with me. It feels like there is a piece missing when it comes to helping people feel engaged. Create community-building spaces (either online or in-person) to get people engaged and talking.

575. Attend to racial-ethnic inclusivity issues.

576. Change the minister, we can't afford the salary.

577. Return control to the congregation. This is a spiritual community, not a business.

578. Hire staff like the rest of the world: go outside, find a person, give them 90 days probation. We are shuddering at the cost of doing another ministerial search.

579. Take steps that will help prevent cliques and micro-communities from forming. These are the causes of people not communicating with each other. A coming together of the whole community would really be healthy. Create events where we can show up together on different days at different times; for example, have a community party where people can hang out together, relax, and just have a good time. Find more ways to encourage people to move around and meet others they don't know...We could each shake the hands of people we don't know...We could have colored coffee cups for people who are open to being asked questions by people they don't know.

580. Find ways to help us talk more with each other about the stuff that really counts...like conflict and building loving relationships. Rev. Jo needs to do a better job of communicating one on one with others...(We want to hear a summation of all of the information gathered from these "What Now?" group meetings!)

581. I believe the website can reflect the beauty and the nature in which our fellowship resides. New photographs that introduce people to the beauty of our campus would be helpful.

582. Encouraging us to stay outdoors is real important...Us old-timers could go to services in the amphitheater, close our eyes and just listen to the birds. We didn't have an indoor option for 25-30 years.

583. "Hey ho, hey ho, Rev. Jo has got to go."

584. Focusing on small-group activities to provide more opportunities for community connection.

585. Analyze and change processes and methods for putting on services. Give people the information they need far enough ahead of a worship event so that better, less-stressed planning and preparations can occur.

586. Fully utilize the valuable information gathered through these meetings so that it is not wasted.

586. We should think positive thoughts to reach more positive results in our fellowship.

587. Bring back the Sunday luncheon, without me having to be the one to make it happen.

588. We need more facilitated meetings like this one so that we can better know and understand what the problems in the community really are.

589. A positive, supportive approach to growth where in we continue to engage every single member and grow.

590. Bring teens more into relationship with the entire community. Foster multi-generational feeling in the community.

591. Work on getting groups together. Get people connecting and moving on from the past. Build our social relations.

592. Find ways to have more of a range of events that people could choose from (e.g. musical events, sound healing, other ways of coming together).

593. Host events that will attract people for different reasons. Figure out how we can inspire people to come given that we have the minister we have.

594. A lot more social events—“Circle of Friends” dinners. (What Louise has done for Thanksgiving dinners has been remarkable.

595. Transparency in goal-setting and actions by the Board promises to heal the perceptions of exclusivity and cliquishness that I have felt.

596. Become more involved in the community working to help the marginalized and to promote social justice events.

597. Plan from a mindset of abundance rather than fear. Remember that the strength of the fellowship is in the people.

598. Branding and marketing the fellowship to different neighborhoods. There is a tremendous lack of knowledge about the location and UUism in general. People don't know we are here or about what we have to offer.

599. “Is it kind?” Ask this about whatever it is we are saying and doing.

600. PR: get the word out about who we are and why we are here. Come up with a mission, vision and focus for us for the coming years.

601. Assume good will in each other.

602. Agree to show up on Sundays and just be a part of it.

603. Keep going to the amphitheater.

604. Let us know where we are going to be meeting on Sunday mornings. Emergent messaging.

605. Tell the congregation: Why are we doing this? What's the anticipated outcome?

606. Restart the Circle Dinners.

607. Get everyone in the congregation to go through the “Beloved Conversations” class.

608. Starting with the Board, have a group of members and friends go through Social Justice training—in person.

608. I've appreciated hearing from people who have been here longer than me. I have questions like, "how is the congregation governed?" Stories that I've heard here have steered me away from leadership involvement. If more people took leadership positions I would feel more inclined to belong.

608. Find how to do more of what's important in the life and work of our community with less paid staff.

609. Have the community align around a shared sense of purpose that helps us rebuild and grow together.

610. More integration and cohesiveness in the community around purpose, with a creative acknowledgement of points of intersectionality.

611. We need to rethink what we pay for and what we volunteer to do. Working together as volunteers helps us get to know each other.

612. Develop a really good mission statement: this would be a touchstone for the community.

613. I've been attacked by some of the people here (under a different minister). Now I don't want to be too visible in this community because I don't want it to happen again.

614. Clarify powers of the minister and the congregation. I don't know how all of this works. Are there organizing documents that outline these issues?

Evaluative comments:

615. I'm participating in this group because Livia Walsh called me and personally recommended that I do so. I feel a little disconnected from the source of why we are having these meetings. I appreciate the time everyone is giving to this. I feel good about this happening today. It occurs to me that nobody seems to have mentioned the racial-inclusivity discussions. It feels daunting.

616. Thanks to the Board for how they got us involved in these groups.

617. Thank the Board for doing this, and for transparency about finances (2 people offered/echoed this.)

618. People who didn't show up for this group need to be contacted.

619. The conclusion for Alison was done in a dignified way.

620. This meeting seemed effective.

621. I would like to acknowledge the current board and what it is doing to listen to the community and reflect with the congregation on what's being said here.

622. Should this process be done annually? Should we have discussions like this more often?

623. I commend the leadership for this opportunity to share and be heard.

624. What's happening in the fellowship is a mystery to me. I want to know what's happening and what people are doing.